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## PART 1 - GENERAL INFORMATION

### 1. Introduction

The Request for Supply Arrangements (RFSA) is divided into six parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Supplier Instructions: provides the instructions applicable to the clauses and conditions of the RFSA;
- Part 3 Arrangement Preparation Instructions: provides suppliers with instructions on how to prepare the arrangement to address the evaluation criteria specified;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria which must be addressed in the arrangement, the security requirement, if applicable, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided; and
- Part 6 6A, Supply Arrangement, 6B, Bid Solicitation, and 6C, Resulting Contract Clauses:
  - 6A, includes the Supply Arrangement (SA) with the applicable clauses and conditions;
  - 6B, includes the instructions for the bid solicitation process within the scope of the SA;
  - 6C, includes general information for the conditions which will apply to any contract entered into pursuant to the SA.

The Annexes include the Statement of Work, Non-Disclosure Agreement, Supply Arrangement Reporting and the Security Requirements Check List.

The Attachments include: Attachment 1, - A Guide to Managing the Governor in Council Appointments Process.

### 2. Summary

To provide executive searches, including executive search services for "senior leadership positions" (regional, national, or international in scope) for federal government departments, agencies, Crown corporations and other federal entities, referred to as Identified Users, in order to successfully fill Governor in Council positions.

Governor in Council (GiC) appointments are made by the Governor General on the advice of the Queen's Privy Council for Canada represented by Cabinet.

GiC appointments are made to a wide range of positions, including the following types of positions for which executive search services may be required:

- a) heads and members of agencies, boards, quasi-judicial tribunals and commissions;
- b) CEOs, chairpersons and directors of Crown corporations; and
- c) agents and officers of Parliament.

The Identified Users include any government department, agency or Crown Corporation listed in Schedules I, I.1, II, III, of the *Financial Administration Act*, R.S., 1985, c. F-11.

The Government of Canada's policies and publications pertaining to the GiC appointments process can be found at the following websites:

#### Applicable Documents:

- a) Accountable Government: A Guide for Ministers and Ministers of State (2011). In particular, refer to Appointments in Annex G:

<http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=ag-gr/2011/ag-gr-eng.htm#G4>

- b) GiC Appointments Process Overview:

<http://www.appointments-nominations.gc.ca/prsnt.asp?page=Process&lang=eng>

- c) Attachment 1 - A Guide to Managing the Governor in Council Appointments Process:

Attachment 1 referenced above, includes important information relating to the GiC appointments process.

#### Reference Documents:

- a) GiC Appointments Website:

<http://www.appointments-nominations.gc.ca/index.asp?lang=eng>

The Supply Arrangement has no defined end-date and will remain valid until such time as Canada no longer considers it to be advantageous to use it.

As noted in the 2010-11 Departmental Performance Report of the Privy Council Office (PCO), 771 GiC appointments were made in 2010-11. The average number of annual GiC appointments since 2006-07 is 902. Since March 2010, the Government of Canada has engaged the services of executive search firms to assist in the recruitment of candidates to approximately 15 senior (full-time and leadership) Governor in Council positions. The annual salaries for these positions ranged from between \$144,200 to \$505,800.

The requirement is subject to the provisions of the Agreement on Internal Trade (AIT).

The requirement covered by the bid solicitation of any resulting supply arrangement may be subject to a preference for Canadian goods and/or services or may be limited to Canadian goods and/or services.

### 3. Security Requirement

There is a security requirement associated with the requirement of the Supply Arrangement. For additional information, see Part 4 - Evaluation Procedures and Basis of Selection, and Part 6 - Supply Arrangement and Resulting Contract Clauses.

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#### **4. Canadian Content**

The goods and/or services covered by the Supply Arrangement may be limited to Canadian goods and/or services as defined in clause A3050T.

SACC Manual clause A3050T (2010-01-11), Canadian Content Definition

#### **5. Debriefings**

After issuance of a supply arrangement, suppliers may request a debriefing on the results of the request for supply arrangements process. Suppliers should make the request to the Supply Arrangement Authority within 15 working days of receipt of the results of the request for supply arrangements process. The debriefing may be in writing, by telephone or in person.

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## PART 2 - SUPPLIER INSTRUCTIONS

### 1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the Request for Supply Arrangements (RFSA) by number, date and title are set out in the Standard Acquisition Clauses and Conditions (<http://ccua-sacc.tpsgc-pwgsc.gc.ca/pub/acho-eng.jsp>) Manual issued by Public Works and Government Services Canada.

Suppliers who submit an arrangement agree to be bound by the instructions, clauses and conditions of the RFSA and accept the clauses and conditions of the Supply Arrangement and resulting contract(s).

The 2008 (2011-05-16), Standard Instructions - Request for Supply Arrangements - Goods or Services, are incorporated by reference into and form part of the RFSA.

Subsection 5.4 of 2008, Standard Instructions - Request for Supply Arrangements - Goods or Services, is amended as follows:

Delete: sixty (60) days  
Insert: ninety (90) days

### 2. Submission of Arrangements

Arrangements must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the Request for Supply Arrangements.

Due to the nature of the Request for Supply Arrangements, transmission of arrangements by facsimile to PWGSC will not be accepted.

### 3. Enquiries - Request for Supply Arrangements

All enquiries must be submitted in writing to the Supply Arrangement Authority no later than seven (7) calendar days before the Request for Supply Arrangements (RFSA) closing date. Enquiries received after that time may not be answered.

Suppliers should reference as accurately as possible the numbered item of the RFSA to which the enquiry relates. Care should be taken by suppliers to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that suppliers do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all suppliers. Enquiries not submitted in a form that can be distributed to all suppliers may not be answered by Canada.

### 4. Applicable Laws

The Supply Arrangement (SA) and any contract awarded under the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

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Suppliers may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of the arrangement, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the suppliers.



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## **PART 3 - ARRANGEMENT PREPARATION INSTRUCTIONS**

### **1. Arrangement Preparation Instructions**

Canada requests that suppliers provide the arrangement in separately bound sections as follows:

Section I: Technical Arrangement (4 hard copies); and

Section II: Certifications (1 hard copy).

Canada requests that suppliers follow the format instructions described below in the preparation of the arrangement.

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to that of the Request for Supply Arrangements.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, suppliers are encouraged to:

- 1) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

#### **Section I: Technical Arrangement**

In the technical arrangement, suppliers should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

#### **Section II: Certifications**

Suppliers must submit the certifications required under Part 5.

## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 1. Evaluation Procedures

- (a) Arrangements will be assessed in accordance with the entire requirement of the Request for Supply Arrangements including the technical criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the arrangements.

#### 1.1 Technical Evaluation

##### 1.1.1 Mandatory Technical Criteria

Table 1	
MT1 - Supplier's Experience 1	
#	Mandatory Technical Criterion
MT1.1	<p>The Supplier must demonstrate that they have provided executive search services for senior leadership positions, for Canadian private sector companies or Canadian public sector organizations, for a minimum of five (5) consecutive years preceding the closing date of the Request for Supply Arrangement.</p> <p>Note:</p> <p>The five (5) consecutive years may include the Supplier's previous existence as a corporate entity before the current firm was created by merger, amalgamation or acquisition.</p> <p>Examples of relevant "senior leadership positions" in the private sector include chairs of boards of directors, chief executive officers and vice presidents (including senior or executive vice presidents) of corporate entities.</p> <p>Examples of relevant "senior leadership positions" in a Canadian public sector organization includes heads or chief executive officers of federal/provincial/territorial or municipal government organizations or bodies, or chairs of federal/provincial/territorial or municipal government boards or commissions.</p>

## 1.1.2 Point Rated Technical Criteria

Table 2				
#	Point Rated Technical Criterion	Maximum Number of Points	Required Minimum Number of Points	Percent
RT1	Supplier's Experience 1	60	42	70
RT2	Supplier's Experience 2	50	35	70
RT3	Account Manager Experience 1	25	17.5	70
RT4	Account Manager Experience 2	20	14	70
RT5	Understanding of the Requirement	20	14	70
RT6	Supplier's Approach to Meet the Requirement	70	49	70

Table 3	
Overall Minimum Percent Required	75
Overall Maximum Points Available	245
Overall Minimum Points Required	183.75

Table 4

**Rating Table**

Percentage of Available Points	Basis for Percentage Distribution
0%	The response is deficient. Supplier receives 0% of the available points for this element.
50%	The response includes some information, but is also missing a substantial amount of information. Supplier receives 50% of the available points for this element.
70%	The response includes most of the information required to be complete. Supplier receives 70% of the available points for this element.
85%	The response includes a substantive amount of the information required to be complete. Supplier receives 85% of the available points for this element.
100%	The response is complete. Supplier receives 100% of the available points for this element.
This Rating Table applies to Point Rated Technical Criteria RT1.1, RT2.1, RT3.1, RT5.1 and RT6.1	

Table 5

## RT1 - Supplier's Experience 1

#	Point Rated Technical Criterion	Supplier Preparation Instructions	Weighting (Points)
RT1.1	The Supplier should demonstrate that it has the experience in the private and/or public sector to successfully deliver the requirements detailed in Annex A - Statement of Work.	In order to demonstrate the Supplier's experience in the private and/or public sectors, to successfully deliver the requirements detailed in Annex A - Statement of Work, the Supplier's technical arrangement should include a detailed description of:	
		a) the Supplier's organization, including experience in the field of providing executive search services, the number of employees, its primary office and other proposed service locations (if any);	Up to a maximum of 10 points.
		b) the Supplier's continuous improvement process e.g. performing client satisfaction surveys, implementing lessons learned based on client feedback;	Up to a maximum of 7 points.
		c) the Supplier's success ratio in filling executive search requests in addition to the Supplier's average time to complete such requests;	Up to a maximum of 8 points.
		d) the Supplier's areas of expertise and types of executive searches performed;	Up to a maximum of 10 points.
		e) the extent of the Supplier's information sources and network of contacts across Canada; and	Up to a maximum of 10 points.
		f) what makes the Supplier's organization stand out from their competitors.	Up to a maximum of 15 points.
		Maximum Points =	
Minimum Points Required =			42

Table 6

## RT2 - Supplier's Experience 2

#	Point Rated Technical Criterion	Supplier Preparation Instructions	Weighting (Points)
RT2.1	The Supplier should demonstrate that it has the experience in successfully completing private and/or public sector executive searches for senior leadership positions.	<p>The Supplier should demonstrate that it has successfully completed ten (10) executive searches for senior leadership positions, from the period of January 1, 2010 to December 31, 2011 of which, at a minimum, five (5) should be executive searches for senior leadership positions for Canadian private sector companies or Canadian public sector organizations.</p> <p>For each of the above, the Supplier's technical arrangement should include:</p>	
		<p>a) the search period, i.e., start and end dates;  b) the name and address of client;  c) the role and responsibilities of the client;  d) description of position and area of specialization;  e) the services provided by the Supplier; and  f) reference contact name, e-mail address and telephone number of the client.*</p> <p>Notes:</p> <p>* Canada reserves the right to contact the named reference contact for the purpose of verifying the information provided in the Supplier's technical arrangement.</p> <p>Definition of successfully completed: A request that was made to the Supplier to perform an executive search for a senior leadership position, has been filled by the Supplier, i.e., the proposed candidate was hired or appointed to the position.</p>	<p>Up to a maximum of 5 points each for up to ten (10) executive searches for senior leadership positions.</p> <p>A minimum of five (5) of these should be executive searches for senior leadership positions for Canadian private sector companies or Canadian public sector organizations.</p> <p><b>Total</b> equals up to a maximum of 50 points.</p>

Table 6 - **continued**

## RT2 - Supplier's Experience 2

## Notes:

In regards to RT2.1 - Point Rated Technical Criterion:

Examples of relevant "senior leadership positions" in the private sector include chairs of boards of directors, chief executive officers and vice presidents (including senior or executive vice presidents) of corporate entities.

Examples of relevant "senior leadership positions" in a Canadian public sector organization includes heads or chief executive officers of federal/provincial/territorial or municipal government organizations or bodies, or chairs of federal/provincial/territorial or municipal government boards or commissions.

Maximum Points =

50

Minimum Points Required =

35

Table 7

## RT3 - Account Manager Experience 1

#	Point Rated Technical Criterion	Supplier Preparation Instructions	Weighting (Points)
RT3.1	The Supplier should demonstrate that the resource proposed to provide Account Manager services has experience related to the coordination of successful private and/or public sector executive searches for senior leadership positions, in order to successfully deliver the requirements and perform the services detailed in Annex A - Statement of Work.	<p>The Supplier's technical arrangement should demonstrate that the resource proposed to provide Account Manager services has experience related to the coordination of successful private and/or public sector executive searches for senior leadership positions. For the proposed Account Manager, the Supplier should submit a minimum of five (5) successfully completed searches from the period January 1, 2010 to December 31, 2011, for which the proposed Account Manager coordinated the services.</p> <p>For each of the five (5) searches, the Supplier's technical arrangement should include:</p>	
		<p>a) the name of the proposed Account Manager;  b) the search period, i.e., start and end dates;  c) the name and address of the client, indicating whether the client is in the private sector or the public sector;  d) the title, role and responsibilities of the position;  e) the description of the position and specialization; and  f) the reference contact name, e-mail address and telephone number of the client.*</p> <p>* Canada reserves the right to contact the named reference contact for the purpose of verifying the information provided in the Supplier's technical arrangement.</p> <p>Definition of successfully completed: A request that was made to the Supplier to perform an executive search for a senior leadership position, has been filled by the Supplier under the management of the Supplier's Account Manager, i.e., the proposed candidate was hired or appointed to the position.</p>	<p>Up to a maximum of 5 points for each search.</p> <p><b>Total</b> equals up to a maximum of 25 points.</p>



Table 7 - **continued**

## RT3 - Account Manager Experience 1

## Notes:

In regards to RT3.1 - Point Rated Technical Criterion:

Examples of relevant "senior leadership positions" in the private sector include chairs of boards of directors, chief executive officers and vice presidents (including senior or executive vice presidents) of corporate entities.

Examples of relevant "senior leadership positions" in a Canadian public sector organization includes heads or chief executive officers of federal/provincial/territorial or municipal government organizations or bodies, or chairs of federal/provincial/territorial or municipal government boards or commissions.

Maximum Points =

25

Minimum Points Required =

17.5

Table 8

## RT4 - Account Manager Experience 2

#	Point Rated Technical Criterion	Supplier Preparation Instructions	Weighting (Points)
RT4.1	The resource proposed to provide Account Manager services has acquired over the last 10 years from the RFSA closing date, the required education and experience identified in article 7.1 c) in Annex A - Statement of Work.	The Supplier's technical arrangement should demonstrate the experience relative to the resource proposed to provide Account Manager services, detailing the types of services performed and the duration involved.	<p>14 points for greater than or equal to 5 years experience and less than 8 years experience.</p> <p>20 points for greater than or equal to 8 years experience.</p>
	<b>OR through experience only as stated below</b>		
	The resource proposed to provide Account Manager services has acquired over the last 20 years from the RFSA closing date, the required experience identified in article 7.1 c) in Annex A - Statement of Work.	The Supplier's technical arrangement should demonstrate the experience relative to the resource proposed to provide Account Manager services, detailing the types of services performed and the duration involved.	<p>14 points for greater than or equal to 10 years experience and less than 15 years experience.</p> <p>20 points for greater than or equal to 15 years experience.</p>
Maximum Points =			20
Minimum Points Required =			14

Table 9

## RT5 - Understanding of the Requirement

#	Point Rated Technical Criterion	Supplier Preparation Instructions	Weighting (Points)
RT5.1	The Supplier should demonstrate it has a complete understanding of the requirements in Annex A - Statement of Work.	In order to demonstrate the Supplier's complete understanding of Annex A - Statement of Work, the Supplier's technical arrangement should describe in detail:	
		a) their understanding of the Government of Canada's senior leadership needs, i.e. commitments and policy objectives related to GiC appointments; and	Up to a maximum of 10 points.
		b) the constraints the Supplier might expect to encounter in conducting an executive search for a GiC senior leadership position, compared to executive searches for non GiC senior leadership positions, and how these constraints will be addressed.	Up to a maximum of 10 points.
Maximum Points =			20
Minimum Points Required =			14

Table 10

## RT6 - Supplier's Approach to Meet the Requirement

#	Point Rated Technical Criterion	Supplier Preparation Instructions	Weighting (Points)
RT6.1	The Supplier should demonstrate their approach to successfully deliver the requirements detailed in Annex A - Statement of Work.	In order to demonstrate the Supplier's approach to successfully deliver the requirements in Annex A - Statement of Work, the Supplier's technical arrangement should include a detailed description of:	
		a) the approach for all steps of their executive search for senior leadership positions i.e., from request by an Identified User to successful placement of a GiC position. Note: The Supplier should provide sufficient detail to allow for a complete and full understanding of how the tasks will be carried out;	Up to a maximum of 30 points.
		b) the approach should an executive search for a senior leadership position be unsuccessfully completed* and the action the Supplier would take in the event of an unsuccessful search;  *Definition of an unsuccessfully completed search: A position has not been filled further to an executive search requested by a client and performed by the Supplier, and in which the candidate recruited by the Supplier was not hired or appointed to the position.	Up to a maximum of 15 points.
		c) the creative and innovative approach to ensuring executive searches for senior leadership positions are efficient and cost effective;	Up to a maximum of 10 points.
		d) the approach to staffing, recruitment, training, retention and professional development; and	Up to a maximum of 10 points.
		e) the approach to meet the language requirements i.e. Article 4.1 of Annex A - Statement of Work for proposed service location(s).	Up to a maximum of 5 points.
		Maximum Points =	
Minimum Points Required =			49

## 2. Basis of Selection

2.1 To be declared responsive, an arrangement must:

- (a) comply with all the requirements of the Request for Supply Arrangements; and
- (b) meet all mandatory technical evaluation criteria; and
- (c) obtain the minimum points required for Point Rated Technical Criteria RT1, RT2, RT3, RT4, RT5 and RT6 i.e. for each 70% of the maximum points available, and an overall minimum points required of 183.75 points i.e. 75% of the overall maximum points available.

2.2 Arrangements not meeting (a), (b) or (c) above will be declared non-responsive.

## 3. Security Requirement

3.1 Before issuance of a supply arrangement, the following conditions must be met:

- (a) the Supplier must hold a valid organization security clearance as indicated in Part 6A - Supply Arrangement;
- (b) the Supplier's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 6A - Supply Arrangement;
- (c) the Supplier must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites.

3.2 Suppliers are reminded to obtain the required security clearance promptly. Any delay in the issuance of a supply arrangement to allow the successful supplier to obtain the required clearance will be at the entire discretion of the Supply Arrangement Authority.

3.3 For additional information on security requirements, suppliers should consult the "[Security Requirements for PWGSC Bid Solicitation - Instructions for Bidders](http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31)" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the Departmental Standard Procurement Documents Web site.

## 4. Financial Viability

SACC Manual clause S0030T (2011-05-16), Financial Viability

## PART 5 - CERTIFICATIONS

Suppliers must provide the required certifications to be issued a supply arrangement (SA). Canada will declare an arrangement non-responsive if the required certifications are not completed and submitted as requested.

Compliance with the certifications suppliers provide to Canada is subject to verification by Canada during the arrangement evaluation period (before issuance of a SA) and after issuance of a SA. The Supply Arrangement Authority will have the right to ask for additional information to verify suppliers' compliance with the certifications before issuance of a SA. The arrangement will be declared non-responsive if any certification made by the Supplier is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Supply Arrangement Authority for additional information will also render the arrangement non-responsive.

### 1. Certifications Precedent to Issuance of a Supply Arrangement

The certifications listed below should be completed and submitted with the arrangement, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Supply Arrangement Authority will so inform the Supplier and provide the Supplier with a time frame within which to meet the requirement. Failure to comply with the request of the Supply Arrangement Authority and meet the requirements within that time period will render the arrangement non-responsive.

#### 1.1 Federal Contractors Program - \$200,000 or more

- 1.1.1 The Federal Contractors Program (FCP) requires that some suppliers, including a supplier who is a member of a joint venture, bidding for federal government contracts, valued at \$200,000 or more (including all applicable taxes), make a formal commitment to implement employment equity. This is a condition precedent to the issuance of a supply arrangement. If the Supplier, or, if the Supplier is a joint venture and if any member of the joint venture, is subject to the FCP, evidence of its commitment must be provided before the issuance of a supply arrangement.

Suppliers who have been declared ineligible contractors by Human Resources and Skills Development Canada (HRSDC) are no longer eligible to receive government contracts over the threshold for solicitation of bids as set out in the Government Contracts Regulations. Suppliers may be declared ineligible contractors either as a result of a finding of non-compliance by HRSDC, or following their voluntary withdrawal from the FCP for a reason other than the reduction of their workforce to less than 100 employees. Any arrangements from ineligible contractors, including an arrangement from a joint venture that has a member who is an ineligible contractor, will be declared non-responsive.

- 1.1.2 If the Supplier does not fall within the exceptions enumerated in 1.1.3 (a) or (b) below, or does not have a valid certificate number confirming its adherence to the FCP, the Supplier must fax (819-953-8768) a copy of the signed form LAB 1168, Certificate of Commitment to Implement Employment Equity, to the Labour Branch of HRSDC.

- 1.1.3 The Supplier, or, if the Supplier is a joint venture the member of the joint venture, certifies its status with the FCP, as follows:

The Supplier or the member of the joint venture

- (a) ( ) is not subject to the FCP, having a workforce of less than 100 full-time or part-time

permanent employees, and/or temporary employees having worked 12 weeks or more in Canada;

- (b) ( ) is not subject to the FCP, being a regulated employer under the Employment Equity Act, S.C. 1995, c. 44;
- (c) ( ) is subject to the requirements of the FCP, having a workforce of 100 or more full-time or part-time permanent employees, and/or temporary employees having worked 12 weeks or more in Canada, but has not previously obtained a certificate number from HRSDC (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached;
- (d) ( ) is subject to the FCP, and has a valid certificate number as follows: \_\_\_\_\_ (e.g. has not been declared an ineligible contractor by HRSDC).

Further information on the FCP is available on the HRSDC Web site.

## 1.2 Former Public Servant Certification

Contracts with former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, suppliers must provide the information required below.

### Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- (a) an individual;
- (b) an individual who has incorporated;
- (c) a partnership made of former public servants; or
- (d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means, in the context of the fee abatement formula, a pension or annual allowance paid under the Public Service Superannuation Act (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c. C-17, the Defence Services Pension Continuation Act, 1970, c. D-3, the Royal Canadian Mounted Police Pension Continuation Act, 1970, c. R-10, and the Royal Canadian Mounted Police Superannuation Act, R.S., 1985, c. R-11, the Members of Parliament Retiring Allowances Act, R.S., 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.

### Former Public Servant in Receipt of a Pension

Is the Supplier a FPS in receipt of a pension as defined above? YES ( ) NO ( )

If so, the Supplier must provide the following information:

- (a) name of former public servant;
- (b) date of termination of employment or retirement from the Public Service.

#### Work Force Reduction Program

Is the Supplier a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? YES ( ) NO ( )

If so, the Supplier must provide the following information:

- (a) name of former public servant;
- (b) conditions of the lump sum payment incentive;
- (c) date of termination of employment;
- (d) amount of lump sum payment;
- (e) rate of pay on which lump sum payment is based;
- (f) period of lump sum payment including start date, end date and number of weeks; and
- (g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including the Goods and Services Tax or Harmonized Sales Tax.

#### Certification

By submitting the arrangement, the Supplier certifies that the information submitted by the Supplier in response to the above requirements is accurate and complete.

#### 1.3 Status and Availability of Resources

1.3.1 SACC Manual clause S3005T (2008-12-12), Status and Availability of Resources.

#### 1.4 Education and Experience

1.4.1 SACC Manual clause S1010T (2008-12-12), Education and Experience.

#### 1.5 Proposed Account Manager

- a) The supplier must submit a copy of the curriculum vitae (CV) for the proposed Account Manager.



## PART 6 - SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

### A. SUPPLY ARRANGEMENT

#### 1. Arrangement

The Supply Arrangement covers the Work described in the Statement of Work at Annex A.

#### 2. Security Requirement

- 2.1 The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
- 2.2 The Contractor personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid RELIABILITY STATUS, granted or approved by CISD/PWGSC.  
  
Until the security screening of the Contractor personnel required by this Contract has been completed satisfactorily by the Canadian Industrial Security Directorate, Public Works and Government Services Canada, the Contractor personnel MAY NOT HAVE ACCESS to (CLASSIFIED/PROTECTED) information or assets, and MAY NOT ENTER sites where such information or assets are kept, without an escort.
- 2.3 The Contractor MUST NOT remove any PROTECTED information or assets from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
- 2.4 Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
- 2.5 The Contractor must comply with the provisions of the:
  - (a) Security Requirements Check List and security guide (if applicable), attached at Annex D; and
  - (b) Industrial Security Manual (Latest Edition).

#### 3. Standard Clauses and Conditions

All clauses and conditions identified in the Supply Arrangement and resulting contract(s) by number, date and title are set out in the [Standard Acquisition Clauses and Conditions](http://ccua-sacc.tpsgc-pwgsc.gc.ca/pub/acho-eng.jsp) (<http://ccua-sacc.tpsgc-pwgsc.gc.ca/pub/acho-eng.jsp>) Manual issued by Public Works and Government Services Canada.

##### 3.1 General Conditions

2020 (2011-05-16), General Conditions - Supply Arrangement - Goods or Services, apply to and form part of the Supply Arrangement.

##### 3.2 Supply Arrangement Reporting

The Supplier must compile and maintain records on its provision of goods, services or both to the federal government under contracts resulting from the Supply Arrangement. This data must include all purchases paid for by a Government of Canada Acquisition Card.

The Supplier must provide this data in accordance with the reporting requirements detailed in Annex C. If some data is not available, the reason must be indicated. If no goods or services are provided during a given period, the Supplier must still provide a "NIL" report.

The data must be submitted on a quarterly basis to the Supply Arrangement Authority.

The quarterly reporting periods are defined as follows:

1st quarter: April 1 to June 30;

2nd quarter: July 1 to September 30;

3rd quarter: October 1 to December 31;

4th quarter: January 1 to March 31.

The data must be submitted to the Supply Arrangement Authority no later than 10 calendar days after the end of the reporting period.

#### **4. Term of Supply Arrangement**

##### **4.1 Period of the Supply Arrangement**

The Supply Arrangement has no defined end-date and will remain valid until such time as Canada no longer considers it to be advantageous to use it.

The period for awarding contracts under the Supply Arrangement begins: **(entered at time of issuance)**.

#### **5. Authorities**

##### **5.1 Supply Arrangement Authority**

The Supply Arrangement Authority is:

John Hickey  
Supply Team Leader  
Public Works and Government Services Canada  
Acquisitions Branch  
Professional Services Procurement Directorate  
11 Laurier Street, 10C1-58 Portage III  
Gatineau (Québec)

Telephone: (819) 956-5135

Facsimile: (819) 956-9235

E-mail address: john.hickey@pwgsc-tpsgc.gc.ca

The Supply Arrangement Authority is responsible for the issuance of the Supply Arrangement, its administration and its revision, if applicable.

## 5.2 Supplier's Account Manager

**(entered at time of issuance).**

## 6. Identified Users

The Identified Users include any government department, agency or Crown Corporation listed in Schedules I, I.1, II, III, of the *Financial Administration Act*, R.S., 1985, c. F-11.

## 7. On-going Opportunity for Qualification

A permanent Notice will be posted on the Government Electronic Tendering Service (GETS) to allow new suppliers to become qualified. Existing qualified suppliers, who have been issued a supply arrangement, will not be required to submit a new arrangement.

The process to qualify new suppliers will be at a minimum of once per year.

## 8. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the articles of the Supply Arrangement;
- (b) the general conditions 2020 (2011-05-16), General Conditions - Supply Arrangement - Goods or Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Non-Disclosure Agreement;
- (e) Annex C, Supply Arrangement Reporting;
- (f) Annex D, Security Requirements Check List;
- (g) Attachment 1 - A Guide to Managing the Governor in Council Appointments Process; and
- (h) the Supplier's arrangement dated **(entered at time of issuance)**.

## 9. Certifications

### 9.1 Compliance

Compliance with the certifications provided by the Supplier in the arrangement is a condition of the Supply Arrangement (SA) and subject to verification by Canada during the term of the SA and of any resulting contract that would continue beyond the period of the SA. If the Supplier does not comply with any certification or it is determined that any certification made by the Supplier in the arrangement is untrue, whether made knowingly or unknowingly, Canada has the right to terminate any resulting contract for default and suspend or cancel the SA.

## 10. Applicable Laws

The Supply Arrangement (SA) and any contract resulting from the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in **(entered at time of issuance)**.

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## 11. Insurance

G1005C (2008-05-12), Insurance

## **B. BID SOLICITATION**

### **1. Bid Solicitation Documents**

Canada will use the bid solicitation template 2T-HIGH1 for all requirements which is available in the [Standard Acquisition Clauses and Conditions](http://ccua-sacc.tpsgc-pwgsc.gc.ca/pub/acho-eng.jsp) (<http://ccua-sacc.tpsgc-pwgsc.gc.ca/pub/acho-eng.jsp>) Manual.

The bid solicitation will contain as a minimum the following:

- (a) security requirements;
- (b) a complete description of the Work to be performed;
- (c) 2003, Standard Instructions - Goods or Services - Competitive Requirements;
- (d) bid preparation instructions;
- (e) instructions for the submission of bids (address for submission of bids, bid closing date and time);
- (f) evaluation procedures and basis of selection;
- (g) financial capability;
- (h) certifications; and
- (i) conditions of the resulting contract.

### **2. Bid Solicitation Process**

- 2.1 Bids will be solicited for specific requirements within the scope of the Supply Arrangement (SA) from suppliers who have been issued a SA.
- 2.2 The bid solicitation will be sent directly to suppliers.

Note:

- a) The bid solicitation will be sent via e-mail to all pre-qualified suppliers for a posting period of not less than 2 working days.

In regards to the above, the posting period of "not less than 2 working days" could be extended.

- b) It is anticipated that the majority of the bid solicitations and award of contracts will be managed by the user of the service, i.e., the "Identified Users".

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## **C. RESULTING CONTRACT CLAUSES**

### **1. General**

The conditions of any contract awarded under the Supply Arrangement will be in accordance with the resulting contract clauses of the template used for the bid solicitation.

Any contract to be awarded will be in accordance with:

- (a) 2T-HIGH1 template, General Conditions 2035.

The above template is set out in the *Standard Acquisition Clauses and Conditions* (<http://ccua-sacc.tpsgc-pwgsc.gc.ca/pub/acho-eng.jsp>) Manual issued by Public Works and Government Services Canada.

## ANNEX "A"

### STATEMENT OF WORK

#### 1. Title

Executive Search for Governor in Council positions.

##### 1.1 Purpose

To provide executive searches, including executive search services for "senior leadership positions" (regional, national, or international in scope) for federal government departments, agencies, Crown corporations and other federal entities, referred to as Identified Users, in order to successfully fill Governor in Council positions.

Note:

Examples of executive searches for "Senior Leadership Positions" include heads or chief executive officers, chairs of boards or commissions heads of agencies, boards and quasi-judicial tribunals and commissions, CEOs and chairpersons of Crown corporations, and agents and officers of Parliament.

##### 1.2 Background

Governor in Council (GiC) appointments are made by the Governor General on the advice of the Queen's Privy Council for Canada represented by Cabinet.

GiC appointments are made to a wide range of positions, including the following types of positions for which executive search services may be required:

- a) heads and members of agencies, boards, quasi-judicial tribunals and commissions;
- b) CEOs, chairpersons and directors of Crown corporations; and
- c) agents and officers of Parliament.

As noted in the 2010-11 Departmental Performance Report of the Privy Council Office (PCO), 771 GiC appointments were made in 2010-11. The average number of annual GiC appointments since 2006-07 is 902. Since March 2010, the Government of Canada has engaged the services of executive search firms to assist in the recruitment of candidates to approximately 15 senior (full-time and leadership) Governor in Council positions. The annual salaries for these positions ranged from between \$144,200 to \$505,800.

#### 2. Applicable and Reference Documents

The Government of Canada's policies and publications pertaining to the GiC appointments process can be found at the following websites:

Applicable Documents:

- a) Accountable Government: A Guide for Ministers and Ministers of State (2011). In particular, refer to Appointments in Annex G:

<http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=information&sub=publications&doc=ag-gr/2011/ag-gr-eng.htm#G4>

b) GiC Appointments Process Overview:

<http://www.appointments-nominations.gc.ca/prsnt.asp?page=Process&lang=eng>

c) Attachment 1 - A Guide to Managing the Governor in Council Appointments Process:

Attachment 1 referenced above, includes important information relating to the GiC appointments process.

#### Reference Documents:

a) GiC Appointments Website:

<http://www.appointments-nominations.gc.ca/index.asp?lang=eng>

### 3. Scope of Work

3.1 Executive Search services provided under contract pursuant to this SA must invoke any or all of the following sections:

- a) Tasks/Technical Specifications for Appointment-Focused Processes;
- b) Contacts and Comprehensive Search;
- c) Advertising/Marketing;
- d) Screening, Assessment and Identification, and Short-listing of Candidates;
- e) Interviews;
- f) Reference Checks;
- g) Other Tangible and Related Services; and
- h) Additional Deliverables.

**Note: In regards to below the term "Project Authority" could include: the named Project Authority and/or his/her representative and/or a selection committee.**

3.2 Tasks/Technical Specifications for Appointment-Focused Processes

The Contractor must:

- 3.2.1 Develop an in-depth understanding of the requirements, qualifications, experience, knowledge and personal suitability factors that are essential or desired related to the position to be staffed, and of the relevant legislation and other related documents, and work with the Project Authority to update and finalize the selection criteria for the position;
- 3.2.2 Present to the Project Authority a detailed work plan which will include a list of activities and recruitment options, with specific dates that they are to be carried out and completed, the names of individuals responsible for the activities, along with details of assessment and



screening tools and methodology to be used in the search and recruitment processes. If requested by the Project Authority the detailed work plan should also include a description of methods or processes that would be used to identify members of employment equity designated groups ( i.e., women, aboriginal peoples, members of visible minorities and persons with disabilities);

- 3.2.3 Provide the Project Authority with a list of target markets, regions, associations and individuals deemed suitable for consideration and to be contacted to determine interest and suitability;
- 3.2.4 Present an initial progress report to the Project Authority within two (2) to four (4) weeks (to be determined by the Project Authority) in order to confirm that the search process is developing according to expectations, the critical path and the work plan, and to discuss the appropriateness of targeted regions, companies, associations, employment equity groups and individuals;
- 3.2.5 Prepare reference material packages for potential candidates (e.g., regarding the organization and position) and reference material packages or binders for selection committee members (e.g., regarding the organization and position and the candidates being considered) in preparation for interviews and meetings; and
- 3.2.6 Reconfirm with the Project Authority or his/her representative thereafter, verbally or in writing on a bi-weekly or more frequent basis (as determined by the Project Authority) that the process steps are unfolding as planned and if need be, to redefine the selection process direction.

### 3.3 Contacts and Comprehensive Search

The Contractor must:

- 3.3.1 Research, complete and document a systematic and comprehensive search of target markets, regions, companies, associations and individuals and present findings to the Project Authority (the "search and target" process); and
- 3.3.2 The search and target process must be documented and the documentation provided to the Project Authority in a final report, and, if requested by the Project Authority, at the conclusion of the search and target process.

### 3.4 Advertising/Marketing

The Contractor must:

- 3.4.1 Develop for consideration and approval by the Project Authority, advertising/awareness campaigns, including ads in newspapers, bulletins, professional association journals or selected publications, relevant association websites, and electronic job advertising sites; and
- 3.4.2 Undertake placement and timing of media advertising of the position in the media approved by the Project Authority.

### 3.5 Screening, Assessment and Identification, and Short-listing of Candidates:

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The Contractor must:

- 3.5.1 Identify candidates through the search and target process, including by receiving applications and referrals from the advertising/awareness campaigns or indirect and direct recruitment and outreach;
  - 3.5.2 Review proposed methodology to assess candidates with the Project Authority;
  - 3.5.3 Screen and conduct a preliminary assessment of these candidates against the selection criteria developed for the position;
  - 3.5.4 Determine the candidates' level of interest, and make recommendations to the Project Authority for further follow-up;
  - 3.5.5 Provide the Project Authority with curriculum vitae (CVs) of all candidates identified during the above activities;
  - 3.5.6 Provide the Project Authority with a long-list of candidates, indicating each individual's potential suitability for the position, based on the selection criteria developed for the position and the contractor's assessment;
  - 3.5.7 Review long-list of potential candidates with the Project Authority, offering expert advice and counsel so that the most suitable prospective candidates for the position are considered for further assessment;
  - 3.5.8 Arrange meeting and/or teleconferences with the Project Authority to review the long-list of candidates and determine the short-list of candidates to be invited for interviews; and
  - 3.5.9 Work with the Project Authority to finalize a short-list of candidates for further assessment and consideration.
- 3.6 Interviews

The Contractor must:

- 3.6.1 Prepare, in consultation with the Project Authority, interview questions and all interview documentation including assessment reports and final reports. "Interview documentation" also includes any information provided to candidates either in advance or at the time of the interview, and includes packages or binders for selection committee members with all information relevant to the interviews, whether or not it has been provided at other times during the process (e.g., materials could include: interview schedule, information regarding the organization and position, the CVs and any pre-assessments of candidates being interviewed, the interview questions, the selection criteria and copies of published advertisements);
- 3.6.2 Arrange, in consultation with the Project Authority, meetings of the selection committee, including developing agendas and all meeting materials, making travel arrangements and accommodation arrangements, in accordance with Treasury Board (TB) policies and established rates. "Meetings of the selection committee" include teleconferences as well as in-person meetings that may be required to support the executive search and selection process. "Accommodation arrangements" include overnight accommodation for selection committee members as well as meeting rooms, simultaneous translation services (if required) and hospitality, as required. Location of meetings is to be approved in advance by the Project

Authority. No administrative fees will be charged on either travel or accommodation; and

- 3.6.3 Arrange, in consultation with the Project Authority, formal interviews of identified candidates, including interview schedules, travel arrangements and accommodation arrangements, in accordance with Treasury Board (TB) policies and established rates. "Interviews" include interviews of candidates with the selection committee (if required) and any other meetings required with candidates, such as those needed to conduct psychometric assessments or provide subsequent debriefing to candidates on the psychometric assessments conducted. "Accommodation arrangements" include overnight accommodation for candidates as well as meeting rooms, simultaneous translation services (if required) and hospitality for interviews and meeting rooms for candidate preparation, as required. Location of interviews is to be approved in advance by the Project Authority. No administrative fees will be charged on either travel or accommodation.

### 3.7 Reference Checks

For each candidate proposed for consideration for appointment by the Government, the Contractor must:

- 3.7.1 Confirm data such as education, employment dates, positions held, and reasons for leaving previous positions in accordance with Canadian standards;
- 3.7.2 Conduct, in consultation with the Project Authority, reference checks, using a methodology approved by the Project Authority;
- 3.7.3 Provide the results of the reference checks and other data checks undertaken to the Project Authority; and
- 3.7.4 Prepare and submit to the Project Authority written reports detailing the outcomes of data and reference checks, within one week of their completion.

### 3.8 Other Tangible and Related Services

The Contractor must:

- 3.8.1 Provide or suggest other tangible and related services that would add value to the search process, such as undertaking or arranging psychometric assessments on select candidates as identified by the Project Authority, and subsequent debriefings of candidates.

## 4. Additional Deliverables

The Contractor must:

- 4.1 Provide the services (written and oral) in both official languages, as required, throughout the project. Such services may include the provision of simultaneous translation services if required by the Project Authority; and
- 4.2 Provide the Project Authority with a final report of the search process, outlining the recruitment strategy, copies of media advertisements, including the publication schedules, the number of individuals contacted, the number of applicants and referrals, and other information relevant

to the search process, including copies of invoices related to travel, accommodation (including interview rooms) and other logistical support costs.

## 5. Guarantee Non-Performance

If a recruited GiC candidate does not accept nomination to the position, resigns within twelve (12) months of the effective date of the appointment to the GiC position, or is terminated for cause by the Governor in Council within twelve (12) months of the effective date of the appointment to the GiC position, the Contractor must provide one or more alternate candidates at no additional cost.

## 6. Candidates Hands-Off Policy

The Contractor must maintain a two-year "candidate hands-off" policy. This means that the Contractor cannot approach candidates appointed to the GiC position, for other employment and opportunities for a twenty-four month period after the effective date of the appointment to the GiC position.

## 7. Resources

To ensure efficient and effective services, PCO is looking for the Contractor to provide the services of an Account Manager. The Account Manager is the individual responsible for direct communication with the Project Authority and will serve as the key point of contact throughout the Executive Search process.

The expected process is for Identified Users to make contact with the Contractor through the Account Manager, with the Account Manager then responsible for identifying the expertise within their organization (e.g., Search Specialist, Recruiting Co-ordinator), to fill the requirement.

### Note:

The categories described above, i.e., Account Manager, Search Specialist and Recruiting Coordinator are not intended to correspond to any one contractor's definition or categorization as such definitions or categorizations may vary between contractors.

### 7.1 Minimum Educational/Experience Requirements

At a Minimum the Account Manager must:

- a) Be able to communicate effectively in both official languages; and
- b) Have knowledge of recruitment methods, metrics and reporting standards.

In addition, the Account Manager must:

- c) Possess an undergraduate degree from a Canadian University or Canadian recognized University. The University degree must be from a recognized Canadian University, or if obtained outside of Canada, be approved by a recognized Canadian academic credentials assessment service i.e. identified at:

<http://www.cicic.ca/413/assessment-of-credentials-for-employment-in-canada.canada>; and

Have 5 years of related work experience as an Executive Search Account Manager within the past 10 years;

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**OR**

Have 10 years of related work experience as an Executive Search Account Manager within the past 20 years.

#### **8. Non-Disclosure Agreement**

As the Contractor will have access to confidential and sensitive information the non-disclosure agreement at Annex B must be signed before access to such information is given.

#### **9. Geographic Location of Positions**

Governor in Council positions are located across Canada and meetings and interviews for executive searches will take place in a location within Canada identified by the Project Authority. It should be noted that the majority of the meetings and interviews for executive searches for senior leadership positions will take place in the National Capital area, regardless of the geographic location of the position or the Contractor.

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**ANNEX "B"****NON-DISCLOSURE AGREEMENT**

I, \_\_\_\_\_, recognize that in the course of my work as an employee or subcontractor of \_\_\_\_\_, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No \_\_\_\_\_ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and \_\_\_\_\_, including any information that is personal, confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as personal, proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No:

\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

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## **ANNEX "C"**

### **SUPPLY ARRANGEMENT REPORTING**

1. Such reports may contain, but are not limited to, the following information:
  - a) the client department name;
  - b) a description of the requirement;
  - c) the reporting period;
  - d) the name and contact details of the Project Authority; and
  - e) the value of the Contract.

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## **ANNEX "D"**

### **SECURITY REQUIREMENTS CHECK LIST**



**A GUIDE TO MANAGING THE  
GOVERNOR IN COUNCIL APPOINTMENTS PROCESS**

Senior Personnel Secretariat  
Privy Council Office

November 2009

## **Table of Contents**

### **Part 1**

Section I      Introduction

Section II     Selection Processes

Section III    Steps Leading to An Appointment

- Vacancy management
- Development of an appropriate selection process
- Appointment recommendation to the Governor in Council

### **Part 2 - Annexes**

Annex A - Vacancy Management Flow Chart

Annex B - Reappointment Notice Letter Templates

Annex C - Selection Criteria Template

Annex D - Notice of Vacancy Template

Annex E - Personal Information Sheet

Annex F - Certification Document

## **I- INTRODUCTION**

Governor in Council (GiC) appointments are those made by the Governor General on the advice of the Queen's Privy Council of Canada represented by Cabinet.

The Governor in Council population consists of more than 3,600 appointees. There are approximately 1,000 federally appointed judges, some 100 heads of mission, including Ambassadors and High Commissioners, as well as some 500 full-time and 2,000 part-time appointees in a wide array of agencies, boards, commissions, Crown corporations and government departments. These appointees include heads and members of agencies and quasi-judicial tribunals, CEOs and directors of Crown corporations and members of advisory bodies. Their responsibilities are diverse, ranging from making quasi-judicial decisions and socio-economic development recommendations, to the management of large, diversified corporations.

The appointment function is central to the Government's ability to carry out its mandate, and making qualified appointments is key to the achievement of the Government's objectives and the strengthening of accountability. Recruiting and appointing the right individuals with the necessary expertise and skills is essential to the effective functioning of government organizations. The responsibility for making qualified appointments that reflect Canada's diversity in terms of linguistic, regional and employment equity representation rests with Ministers. In order to ensure the efficient and effective functioning of the Governor in Council appointment process, it is the responsibility of Ministers to actively manage all GiC positions within their portfolio.

To ensure the quality of GiC appointments, Ministers and their offices and departments should ensure that accessible, competency-based and transparent selection processes are developed and implemented when proceeding with staffing any GiC position within their portfolio. This guide is meant to assist Ministers' offices, portfolio departments and/or agencies in that regard. Ministers are required to develop selection processes which reflect the specific nature of the position and the weight of its responsibilities. Overall, this guide focusses on the fundamental elements of selection processes and provides detailed information on selection processes and the steps leading to an appointment.

## **II - SELECTION PROCESSES**

To ensure the quality of Governor in Council appointments, competency-based, transparent and accessible selection processes are to be developed for all full-time and part-time positions.

A selection process is comprised of three elements:

- **Selection criteria**

A brief description of the requirements necessary for a candidate to be qualified for the position.

- **A recruitment strategy**

A brief description of how qualified candidates will be identified (such measures could be as simple as posting a notice of vacancy on the Governor in Council Appointments website or consulting with interested parties such as user groups, provinces or professional organizations, or as elaborate as engaging a professional search firm).

- **An assessment process**

A process comprised of one or more tools to assess how candidates meet the established criteria, which could range from a paper review of applications to an interview process.

### III - STEPS LEADING TO AN APPOINTMENT

Ministers and their offices should be prepared to launch selection processes with sufficient lead time, so that the government is able to minimize vacancies and appoint successful candidates in a timely manner. It is also important to give adequate notice to incumbents who will not be reappointed so that they may in turn arrange their personal and professional affairs.

An appropriate selection process must be determined having regard to the specific nature of the position and the weight of its responsibilities. Thus, while a more rigorous process should be used for leadership positions such as heads of agencies and chairs and CEOs of Crown corporations, more streamlined approaches can be used for other appointments such as part-time positions to advisory bodies.

The following constitute the main steps and requirements leading to an appointment.

#### *Step 1 - Vacancy Management*

The efficient and effective functioning of the GiC appointment process depends largely on the active management of Governor in Council positions within a Minister's portfolio. In order to ensure government organizations function effectively and carry out their mandates, vacancies must be minimized and qualified individuals appointed to public office in a manner that allows for smooth succession. This responsibility falls on the responsible Minister, supported by his or her office and his or her department.

#### Effective vacancy management entails many features:

- Reappointments serve a number of beneficial purposes including continuity, the retention of skills and experience, and the economy of avoiding expensive and time-consuming selection processes. **For leadership positions and all other full-time positions, decisions on reappointment must be made at least six months before the end of a public office holder's term of office. For other part-time positions, decisions on reappointment must be made at least three months before the end of a public office holder's term of office.** Templates for reappointment notice letters have been prepared and can be found at *Annex B*.
- In the absence of any legislative restrictions that would preclude a reappointment, an incumbent may be considered for reappointment if an assessment of past performance, either formal or informal, indicates that he or she has performed well and if reappointment would continue to meet the needs of the organization. Where the incumbent is to be reappointed, the incumbent should be informed in writing and the GiC approval process should begin immediately.

- Where the incumbent is not to be reappointed, he or she should be advised in writing by the Minister or his or her office as soon as possible, with a copy being sent to the Prime Minister's Office (PMO) and the Privy Council Office (PCO).
- It is important to allow enough time to inform the incumbent of the decision and, in those instances where reappointment is not the chosen course of action, to complete a selection process.
- Ministers and their offices must gain a broad understanding of the activities and needs of portfolio agencies, and liaise regularly with them to ensure an ongoing communication of gaps in the combination of skills needed within the organization.
- In the case of Boards of Directors of Crown corporations, maintaining an updated Board profile is essential to understand the competencies required by the Board as a whole and to identify any gaps. Board profiles are available on the Governor in Council Appointments Website.
- Although for most Crown corporations, directors may continue in office after term expiry until they are reappointed or replaced (in accordance with the *Financial Administration Act*), appointment and reappointment decisions with respect to directors of Crown corporations should also be made in a timely and efficient manner, i.e., before expiry.
- Qualified candidates who meet the current needs of the organizations must be identified in a timely manner, through the use of appropriate selection processes, and appointed before vacancies occur.

A flow chart describing the key elements of and steps involved in effective vacancy management can be found at *Annex A*.

#### *Step 2 - Development of an appropriate selection process*

A selection process must be developed for every Governor in Council position to be filled in a Minister's portfolio.

A selection process should formulate selection criteria, outline a recruitment strategy and establish an assessment process. These elements are essential features of an accessible, competency-based and transparent selection process.

The Senior Personnel Secretariat (SPS) in PCO, on behalf of PMO, will work closely with portfolio departments to manage selection processes for all leadership positions (i.e., heads and chairs of agencies, chairs and CEOs of Crown corporations and agents and officers of Parliament). For other full-time positions and all positions in administrative tribunals, the decision on how selection processes for these positions

will be made in consultation with PMO and SPS. As a result, Ministers' offices and portfolio departments should work closely with PMO and SPS respectively to ensure that these selection processes are developed and implemented in a timely manner. This does not include positions within administrative tribunals for which selection processes have already been established (i.e., Immigration and Refugee Board, Citizenship Commission, National Parole Board, Employment Insurance Boards of Referees, Canada Pension Plan/Old Age Security Review Tribunals and Veterans Review and Appeal Board) or positions for which a selection process is already provided for in the enabling legislation (e.g., members of the Public Service Labour Relations Board).

For all other positions, Ministers and their office and departments will be responsible for implementing and managing appropriate selection processes.

In all cases, **selection criteria** should include a description of the education, experience, knowledge, abilities and personal suitability sought for the position. Language requirements, conditions of employment and any legislative requirements should also be highlighted. In the case of directors of Crown corporations, a board profile should be prepared, outlining a description of the experience, attributes and skills that should be possessed by the Board as a whole (including both generic and specific qualifications). A template for creating selection criteria can be found at *Annex C*.

The **recruitment strategy** should be proactive, but proportionate to the nature of the position being filled. There are many different ways of reaching the desired pool of prospective candidates: advertisement of vacant positions on the Governor in Council Appointments website ([www.appointments-nominations.gc.ca](http://www.appointments-nominations.gc.ca)), in the *Canada Gazette*, and/or in print media; professional search consultants; directed invitations to apply and/or consultations with interested parties (such as user groups, provinces or professional organizations); and/or referrals and self-referrals. **However, at a minimum, all leadership positions (i.e., heads and chairs of agencies, chairs and CEOs of Crown corporations and agents and officers of Parliament), other full-time positions and all positions in administrative tribunals must be advertised on the Governor in Council Appointments Website, where the enabling legislation does not establish a specific recruitment process.** The decision to advertise other positions (i.e., part-time members of agencies and boards) will be made on a case by case basis for the time being. A template for creating an advertisement can be found at *Annex D*.

There are no universal rules governing which method or combination of methods of recruitment should be used in any given case. When deciding on an appropriate selection process, consideration will be given to a process that is most appropriate and cost-effective given the nature of the position and the scope of its responsibilities. For example, in the case of a highly specialized and senior position, a comprehensive advertising campaign may be conducted, which could include hiring an executive search firm to assist in identifying highly qualified candidates who meet the requirements of the position. On the other hand, in the case of some part-time positions where consultation with stakeholders is required by the enabling legislation (e.g., the various port authorities in the Transport portfolio), the consultation would represent an appropriate

method of recruitment which allows the government to specifically target the desired pool of candidates.

An **assessment process** should be established to evaluate the qualifications of interested candidates against the requirements of the position (i.e., selection criteria, language requirements, conditions of employment and legislative requirements).

Depending on the nature of the position being filled, selection processes can range from paper reviews of applications (most part-time positions) to interviews by a selection committee (e.g., heads of agencies and chairs and CEOs of Crown corporations). Where a selection committee is established, its membership will vary depending on the position in question. In the case of positions such as heads of agencies, the selection committee will generally include representatives from PMO, the portfolio Minister's office, the portfolio department and PCO. In the case of part-time positions, if a selection committee is required, it may be sufficient for the committee to be comprised of a representative from the Minister's office, the agency and/or the department. Members of a selection committee should possess sufficient knowledge about the position and its responsibilities, particularly when dealing with highly specialized positions requiring a particular combination of skills and experience.

With respect to chief executive officers of Crown corporations, selection processes will be determined based on the following approach:

- in the case of corporations whose CEO is appointed by the Board with the approval of the GiC, or by the GiC on the recommendation of the Board, the Board will lead the process;
- in all other cases, the process will be determined by the Government in consultation with the Board; and
- the selection committee for all CEO positions will include representation from PMO, PCO, the responsible Minister's office and the Board, with these representatives being involved in all aspects of the selection process.

Regardless of the process used, the position will, at a minimum, be advertised on the Governor in Council Appointments website and in the *Canada Gazette*.

**Reference checks are a useful and important tool in the assessment of qualified candidates and should be conducted for the most qualified candidates as the final step in the selection process.**

Based on an assessment of the qualifications of all the candidates, a short list of qualified candidates should be prepared and submitted to the Minister for consideration.



### Step 3 - Appointment recommendation to Governor in Council

From the short list of names, the Minister identifies a successful candidate. Prior to making a recommendation for appointment to the Governor in Council, the Minister or a member of his or her staff will have contacted the successful candidate to confirm interest in being considered for appointment. At the same time, the candidate should be advised that he or she will be subject to a pre-appointment background check; of any legislated conflict of interest provisions; of the need to adhere to the *Conflict of Interest Act*; and of the obligation to comply with the *Ethical and Political Activity Guidelines for Public Office Holders*, for which the candidate is required to sign a Certification Document confirming that they will comply with the *Guidelines*.

The Minister can then proceed with a recommendation for appointment to the Governor in Council. The submission to the Governor in Council consists of: a Ministerial Recommendation; a draft Order in Council; the proposed appointee's curriculum vitae; a completed Personal Information Sheet (see *Annex E*); the Certification Form (see *Annex F*), duly signed by the proposed appointee, concerning the *Ethical and Political Activity Guidelines for Public Office Holders*; and a covering letter transmitting the submission to the Orders in Council Division of the Privy Council Office. The covering letter should confirm that all legislative requirements attached to the position have been met, including any required consultations, any legislated conflict of interest prohibitions and/or ineligibility clauses.

Further details on how to prepare a submission for a Governor in Council appointment can be found in the document entitled *Governor in Council Process Guide - Developing a Proposal Seeking the Approval of an Order by the Governor in Council*, which is found on the Privy Council Office's website. The Senior Personnel Secretariat is also available to provide further guidance and information.

Once approved by the GiC, the appointment becomes effective either on the date the Order in Council was approved by the Governor General or on a date fixed in the appointing Order in Council. All non-judicial appointments are tabled in Parliament after they have been made. As a result, a standing committee may call appointees to appear before the committee to discuss their qualifications for the positions to which they were appointed.

## **Compensation**

The Senior Personnel Secretariat of the Privy Council Office is responsible for providing advice to the Prime Minister and Cabinet on remuneration and terms and conditions of employment for part-time and full-time Governor in Council appointees, including chief executive officers of Crown corporations. Since remuneration and terms and conditions of employment for most appointees are fixed by the Governor in Council, Ministers and their staff should not engage in any negotiations with respect to these issues with prospective candidates. The Senior Personnel Secretariat has established frameworks in these matters to ensure relevant authorities are respected and to maintain equity among appointees.

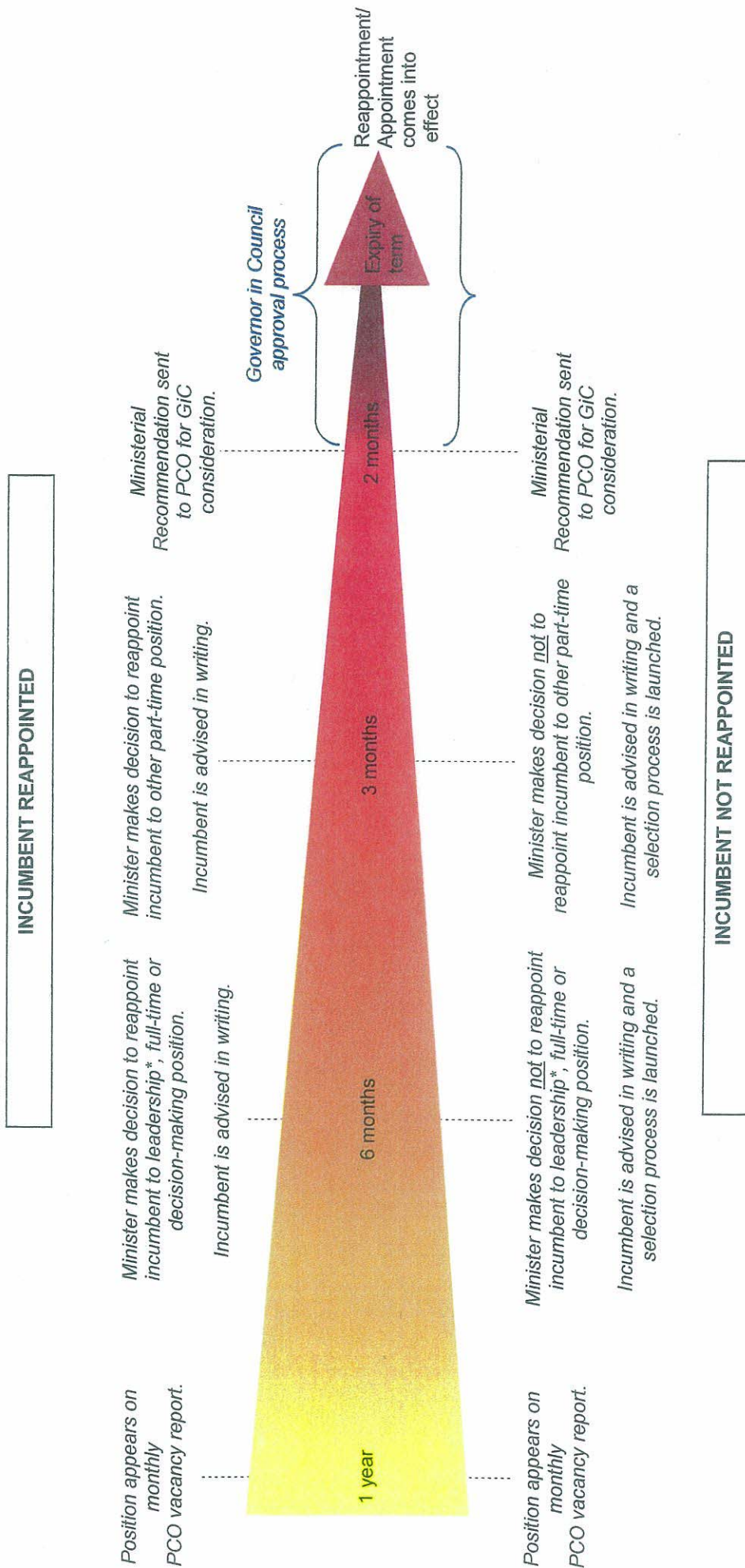
## **Conflict of Interest and Political Activities**

Governor in Council appointees, both full-time and part-time, are defined as "public office holders" in the *Conflict of Interest Act* and, as such, are subject to the provisions of that *Act*, which govern matters such as outside activities, permissible assets and liabilities and the receipt of gifts, hospitality and other benefits. Appointees will be contacted by the Office of the Conflict of Interest and Ethics Commissioner shortly after their appointment to discuss their compliance with the *Act*.

Compliance with the *Ethical and Political Activity Guidelines for Public Office Holders* is a term and condition of appointment for public office holders. The *Guidelines* require that a public office holder should not participate in a political activity where it may reasonably be seen to be incompatible with the public office holder's duty, or reasonably be seen to impair his or her ability to discharge his or her public duties in a politically impartial fashion, or would cast doubt on the integrity or impartiality of the office. The Senior Personnel Secretariat in the Privy Council Office is responsible for the administration of the *Guidelines*. Candidates can seek advice from the Senior Personnel Secretariat with respect to any restrictions or prohibitions that may exist in relation to their political activities.

## ANNEX A

### GOVERNOR IN COUNCIL APPOINTMENTS – VACANCY MANAGEMENT



\* Leadership positions include heads of agencies, chairs and CEOs of Crown corporations and agents and officers of Parliament.

ANNEX B

EXAMPLE 1 of 2

PROTECTED B - SENSITIVE  
PERSONAL INFORMATION

Mr./Mrs.  
Address

Dear Mr./Mrs.:

You have been serving as a (position title) of the (organization name) since (appointment date). As your term of office will expire on (expiry date), I am writing to advise you that you will not be reappointed by the Governor in Council to serve for a further term of office. With this in mind, I encourage you to begin arranging your personal and professional affairs and to start planning for a smooth transition. *[To be included in letters to Reporting Public Office Holders only: Please note that you will also want to be in touch with the Conflict of Interest and Ethics Commissioner to discuss post-employment obligations under the *Conflict of Interest Act*.]*

I would like to take this opportunity to thank you for your contributions to the (name of organization). Your hard work and dedication have been greatly appreciated. You may take considerable pride in your achievements and the service you have rendered to Canada and Canadians during your tenure.

I wish you every success in your future endeavours.

Sincerely,

b.c.c: PMO  
PCO

**ANNEX B**

**EXAMPLE 2 of 2**

**PROTECTED B - SENSITIVE  
PERSONAL INFORMATION**

Mr./Mrs.  
Address

Dear Mr./Mrs.:

You have been serving as a (position title) of the (organization name) since (appointment date). As your term will expire on (expiry date), I am writing to confirm that I intend to recommend to the Governor in Council that you be reappointed to serve for a further term of office.

I would like to take this opportunity to thank you for your ongoing contributions to the (name of organization). Your interest in continuing to serve in this capacity is greatly appreciated.

Sincerely,

b.c.c.: PMO  
PCO

## ANNEX C

### SELECTION CRITERIA TEMPLATE

[TITLE OF POSITION]

[NAME OF ORGANIZATION]

#### Selection Criteria

##### Education

- Indicate the level and nature of education required in order for a candidate to be considered by the selection committee.
- Education refers to academic, vocational, or technical studies and training acknowledged through a credential or other official documentation. Education includes, where applicable, the possession of credentials such as a license or certificate or similar document granted by a recognized certifying or licensing body in Canada (e.g., a degree from a recognized university in a relevant field of study or a combination of equivalent education, job-related training and experience).

##### Experience

- Indicate the experiences a candidate must possess in order to be considered by the selection committee.
- Experience refers to the past practice of activities that provided an opportunity for the acquisition of knowledge and the development of abilities/skills relevant to the work to be performed in the position.
- Experience may be expressed in terms of its relevance, depth and breadth or other aspects as they relate to the duties and responsibilities involved.

##### Knowledge

- Based on the work to be performed, indicate the knowledge a candidate should demonstrate to the selection committee to successfully compete for the position.
- Knowledge refers to an awareness and understanding of facts, theories, systems, practices, regulations and/or other information (e.g., role and mandate of the organization, operations of government, sound management principles, etc).

### **Abilities**

- Based on the work to be performed, indicate the abilities a candidate should demonstrate to the selection committee to successfully compete for the position.
- Abilities refer to what a person can do and accomplish. Abilities are developed or acquired through experiences and relate to skills and personal strengths (e.g., effective communications, balancing competing interests, establishing effective networks, etc).

### **Personal Suitability**

- Based on the work to be performed, indicate the personal characteristics a candidate should demonstrate to the selection committee to successfully compete for the position.
- Personal suitability refers to the personal traits, characteristics or attributes that affect the performance of one's duties. Personal suitability includes a wide range of motivations and attitudes relevant to effective and ethical work behaviour (e.g., sound judgment, action oriented, leadership, etc).

### **Language Requirements**

- Identify the language requirements of the position (e.g., proficiency in both official languages).

### **Employment Conditions**

- Identify any legislative requirements including any legislated conflict of interest prohibitions and/or ineligibility clauses

### **Working Conditions**

- Identify the conditions of employment of the position (e.g., relocation to the National Capital Commission, security clearance, extent of travel, etc).

## ANNEX D

### NOTICE OF VACANCY TEMPLATE

#### NOTICE OF VACANCY(IES)

[NAME OF ORGANIZATION]

[Title of Position(s)] (full and/or part-time position(s))

Location: [National Capital Region] (for full-time positions only)

Salary range: (for full-time positions only)

Per diem/annual retainer (if applicable): (for part-time positions only)

[In opening paragraph, provide a snapshot of the organization, its establishment, mission and mandate, as well as the challenges that lay ahead.]

[In the second paragraph, provide a brief description of the role and responsibilities of the position to be filled.]

[Provide a summary of the selection criteria: the experience, knowledge, abilities and personal suitability sought for the position. In the case of Crown corporations, refer to Board profile on the Governor in Council Appointments Website.]

[Include language requirements.]

The successful candidate must be prepared to [include working conditions.]

The successful candidate must be willing to relocate to (to include name of city and province) or to a location within reasonable commuting distance  
(for full-time positions only).

The government is committed to ensuring that its appointments are representative of Canada's regions and official languages, as well as of women, Aboriginal peoples, disabled persons and visible minorities.

The preferred candidate(s) must comply with the Ethical Guidelines for Public Office Holders and Guidelines for the Political Activities of Public Office Holders. The guidelines are available on the Governor in Council Appointments Website, under Reference Material at [www.appointments-nominations.gc.ca](http://www.appointments-nominations.gc.ca).



**Full-time positions only**

The selected **candidate(s)** will be subject to the *Conflict of Interest Act*. Public office holders appointed on a full-time basis must submit to the Office of the Conflict of Interest and Ethics Commissioner, within 60 days of appointment, a Confidential Report in which they disclose all of their assets, liabilities and outside activities. For more information please visit the Office of the Conflict of Interest and Ethics Commissioner's website at <http://www.parl.gc.ca/ciec-ccie>.

**Part-time positions only**

The selected **candidate(s)** will be subject to the *Conflict of Interest Act*. For more information please visit the Office of the Conflict of Interest and Ethics Commissioner's website at <http://www.parl.gc.ca/ciec-ccie>.

This notice of vacancy(ies) has been published to assist the Governor in Council in identifying qualified candidates for this **(these) position(s)**. It is not, however, intended to be the sole means of recruitment.

Further details about the organization and its activities can be found on its website at [www.XXXXXX.ca](http://www.XXXXXX.ca).

Interested candidates should forward their curriculum vitae by XXXX, 2009, to the Assistant Secretary to the Cabinet (Senior Personnel), Privy Council Office, 59 Sparks Street, 1<sup>st</sup> Floor, Ottawa, Ontario K1A 0A3, (613) 957-5006 (facsimile), [GICA-NGEC@bnet.pco-bcp.gc.ca](mailto:GICA-NGEC@bnet.pco-bcp.gc.ca) (email) [if PCO is managing the selection process]

or

**Indicate appropriate contact information of organization receiving applications if PCO is not managing the selection process.**

Bilingual notices of vacancies will be produced in alternative format (audio cassette, diskette, braille, large print, etc.) upon request. For further information, please contact Canadian Government Publishing, Public Works and Government Services Canada, Ottawa, Canada K1A 0S5, (613) 941-5995 or 1-800-635-7943. **(To be included if notice is being placed in the *Canada Gazette*.)**

## ANNEX E



Government of Canada  
Privy Council Office

Gouvernement du Canada  
Bureau du Conseil privé

### NOMINATIONS PAR LE GOUVERNEUR EN CONSEIL / GOVERNOR IN COUNCIL APPOINTMENTS

#### FORMULAIRE D'INFORMATION PERSONNELLE / PERSONAL INFORMATION SHEET

(Caractères d'imprimerie S.V.P. / Please print)

Mlle / Miss	Madame / Ms.	Madame / Mrs.	Monsieur / Mr.
Nom de famille / Family name			
Prénom(s) (au complet) / Given name(s) (in full)			
Adresse à la résidence / Home address			
Résidence / Home			
Bureau / Office			
Cellulaire / Cellular			
Courriel / E-mail			
Date de naissance / Date of birth			
Lieu de naissance / Place of birth			
Citoyenneté / Citizenship			
Première langue officielle / First official language			
Français / French		Anglais / English	
Compétence dans l'autre langue officielle / Proficiency in other official language			
Niveau / Level			
Unilingue / Unilingual			
Limité / Limited			
Fonctionnel / Functional			
Parfaitement bilingue / Fluently bilingual			

## ANNEX F



Government  
of Canada

Gouvernement  
du Canada

**Ethical Guidelines  
for Public Office Holders  
and  
Guidelines for the Political Activities of  
Public Office Holders**

**Lignes directrices en matière d'éthique à  
l'intention des titulaires de charge publique  
et  
Lignes directrices régissant les activités  
politiques des titulaires de charge publique**

### **CERTIFICATION DOCUMENT**

I, the undersigned, certify that I shall observe  
the *Ethical Guidelines for Public Office  
Holders* and the *Guidelines for the Political  
Activities of Public Office Holders* as a  
condition of my holding office in the  
Government of Canada.

### **DOCUMENT D'ATTESTATION**

Je, soussigné(e), atteste que je m'engage à  
observer les *Lignes directrices en matière  
d'éthique à l'intention des titulaires de charge  
publique* et les *Lignes directrices régissant les  
activités politiques des titulaires de charge  
publique* comme condition d'exercice de mon  
mandat au sein du Gouvernement du Canada.

---

Date  
Y/A-M/M-D/J

---

Name/Nom

---

Signature

For more information, you may contact the  
Senior Personnel Secretariat, Privy Council Office at  
(613) 957-5330.

Veillez vous adresser au secrétariat du  
Personnel supérieur, Bureau du Conseil privé au  
(613) 957-5330 pour tout complément d'information.



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat

PWSSC File # E602L-110001

Security Classification / Classification de sécurité  
UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)  
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

<b>PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE</b>		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine PRIVY COUNCIL OFFICE		2. Branch or Directorate / Direction générale ou Direction SENIOR PERSONNEL & PUBLIC SERVICE RENEWAL
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail Executive Search Services for recruitment and selection processes in respect of Governor in Council appointments		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? La fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat  
PWGSC File # E60ZL-110001

Security Classification / Classification de sécurité  
UNCLASSIFIED

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  
If Yes, indicate the level of sensitivity.  
Dans l'affirmative, indiquer le niveau de sensibilité : ☒ No ☐ Yes  
Non Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITE	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☐ No ☒ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☐ No ☒ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

Security Classification / Classification de sécurité  
UNCLASSIFIED

TBS/SCT 350-103 (2004/12)

To correct errors in transcription  
of Nov 1, 2011 +

Canada

Feb 1, 2012 version

2012-02-09



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat

PWGSC File # E80ZL-110001

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UNCLASSIFIED

**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non ☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée

« Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non ☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée

« Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



Government of Canada  
Gouvernement du Canada

Contract Number / Numéro du contrat

PWGSC File # E002L-110001

Security Classification / Classification de sécurité  
UNCLASSIFIED

**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

**13. Organization Project Authority / Chargé de projet de l'organisme**

Name (print) - Nom (en lettres moulées)

Joyce Henry

Title - Titre

Director, Appointments

Signature

Telephone No. - N° de téléphone  
(613) 952-4968

Facsimile No. - N° de télécopieur  
(613) 957-5008

E-mail address - Adresse courriel  
joyce.henry@pco-bcp.gc.ca

Date

**14. Organization Security Authority / Responsable de la sécurité de l'organisme**

Name (print) - Nom (en lettres moulées)

Jean-Philippe Caron

Title - Titre

Director, Security Operations (DSO)

Signature

Telephone No. - N° de téléphone  
(613) 957-5387

Facsimile No. - N° de télécopieur  
(613) 952-6760

E-mail address - Adresse courriel  
jean-philippe.caron@pco-bcp.gc.ca

Date

**15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?**

Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?



No  
Non



Yes  
Oui

**16. Procurement Officer / Agent d'approvisionnement**

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

**17. Contracting Security Authority / Autorité contractante en matière de sécurité**

Name (print) - Nom (en lettres moulées)

Jill Mahon

Contract Security Officer, Contract Security Division

Title - Titre

Signature

Telephone No. - N° de téléphone  
Jill Mahon, PWGSC  
Tel/Tél - 613-960-0164 / Fax/Télec - 613-954-4171

E-mail address - Adresse courriel

Date